Nova Scotia Department of Natural Resources

BUSINESS PLAN

1999-2000

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1.0 Planning Context

1.1 Department History

The Department of Natural Resources was created in September 1991 as a result of a merger between the Department of Mines and Energy and the Department of Lands and Forests. An extensive strategic planning process started in July 1992 and culminated in a major departmental reorganization in March 1995. Smaller reorganizations also occurred in March 1996, with the creation of Corporate Service Units for financial, human resources and information technology services, and in November 1996, with the remaining other central services transferred within the Department. In 1998, the Protected Areas program was transferred to the Department of the Environment and the Petroleum Directorate became a standalone agency.

1.2 Department Mission

> To build a better future for Nova Scotians through responsible natural resource management.

1.3 Departmental Scope

The following sections briefly describe the scope of the Department, including the Department's budget, employees, office locations, organization, and major clients.

1.3.1 Budget

The Department's 1999-2000 gross expenditure target is $60.3 million. The net program expenditure estimate (after chargeables, fees and recoveries) is $56.7 million. These figures include the Department's capital budget.

1.3.2 Employees

The Department has approximately 650 full time staff. The number of staff has been reduced by almost 20 per cent since 1993. Including seasonal and part time staff, the total number of funded staff will be 932 full-time equivalents.

1.3.3 Locations

DNR's head office in Halifax houses approximately 240 staff, including senior management, administrative staff and most program development staff, except Wildlife Division (Kentville), Forestry Division (Truro and Shubenacadie) and Parks and Recreation Division (Belmont). Programs are delivered through a network of regional offices located throughout the province (see Appendix 1).

The Department operates an air fleet of five helicopters and one fixed wing aircraft and the integrated mobile radio system, which serve the entire provincial government.

DNR operates 128 parks throughout the province, 22 of which provide overnight camping; a wildlife park in Shubenacadie; a forest nursery in Strathlorne; a tree breeding center in Debert; and a drill core library in Stellarton.

1.3.4 Organization

The Department resources are organized into four branches and a Planning Secretariat (an organization chart is shown in Appendix 2). The Resources Corporate Services Unit (CSU) provides financial, human resources and information technology related services to DNR, as well as the Departments of Agriculture and Marketing, the Environment, and Fisheries and Aquaculture, and to the Emergency Measures Organization and the Petroleum Directorate.

The Renewable Resources Branch coordinates and provides leadership on policy, planning, industry development and resource promotion, marketing, resource inventories and research, for the integrated development, management and conservation of the province's forest, park and wildlife resources. The Branch also operates the Strathlorne Forest Nursery, the Debert Tree Breeding Centre, the Shubenacadie Wildlife Park and is responsible for the provincial forest inventory and coordination of forest protection programs.

The Minerals and Energy Branch implements policies and programs dealing with the exploration, development, management and efficient use of mineral and energy resources. The Branch promotes scientific understanding of the geology of Nova Scotia for use by industry, government and the public and provides a mineral rights tenure system that establishes legal rights to minerals for exploration and development. The Branch also promotes the concepts of environmental responsibility and sustainable development/stewardship of mineral and energy resources and integrated resource planning.

The Regional Services Branch delivers department programs and services through a network of field offices. These programs and services include forest and wildlife management; Crown lands surveys; regional geology; extension and education; enforcement; hunter safety; forest fire prevention, detection and suppression; monitoring of forest insects and diseases; operating and maintenance of provincial parks; and resource conservation.

The Land Services Branch provides Crown land related services and administers approximately 20 statutes. These services include operation of the Crown Lands Records Centre, land acquisition and disposal and leasing and claims related to Crown land, and coordination of Crown land surveys.

The Planning Secretariat provides planning and policy coordination support to the Deputy Minister and the Department. Staff ensure that policies and plans developed within and across the Department are coordinated, support the integrated management of our natural

resources, and are compatible with and support the strategic direction of government. The Planning Secretariat also provides a range of administrative, planning, research, information management and distribution, graphics, cartographic, and communication services.

1.3.5 Clients

The Department serves a wide range of clients throughout industry, government and the public. The major clients include:

- NS government depts.
- other provincial governments
- forestry industry
- mining industry
- tourism industry
- students (education system)
- public
- hunters
- environmental groups
- native groups and individuals
- community development groups
- municipal governments
- recreational organizations
- federal government
- other Crown land users

1.4 Core Business Functions

The Department's responsibilities are administered through five core business functions:

Resource Management, Protection and Promotion

- Develop and maintain resource inventories for forests, wildlife and their habitats, sites and features of natural or recreational value, Crown land holdings, and mineral and energy resources.
- Acquire and dispose of Crown lands, survey and maintain Crown land boundaries and issue rights for the use of the province's natural resources including wildlife, minerals and petroleum, Crown lands, and the resources thereon.
- Protect the province's forests from fire, insects and disease and provide for the management of forests on Crown lands.
- Develop, manage and operate a system of provincial parks, trails and beaches.

Research

- Develop and conduct research on forest management practices, wildlife populations, geological resources and resource use and production technologies.

Assistance to Resource Users

- Provide expertise and assistance in the areas of resource availability, mineral exploration and development opportunities, awareness and application of new technologies, resource management and use, market opportunities and access, and

promotion of the province and its resources.

Legislation and Policy Development

- Develop and enforce policies and legislation to ensure the efficient and sustainable development and use of the forests, wildlife and their habitats, provincial parks and other outdoor recreational facilities and opportunities, minerals, and energy resources.

Education and Information

- Inform, educate and consult with the public regarding the nature, management and use of the province's natural resources.

1.5 Major Departmental Challenges

Maintaining Departmental Infrastructure - The safe and effective operation of the Department relies on the availability and reliability of a range of assets, including our vehicle fleet, aircraft and radio system. The Department also provides a system of parks for public use. The Department has deferred maintenance and replacement to meet budget challenges during the last five years. Any further deferral of maintenance, or replacement of infrastructure and depreciable assets, could produce a safety and liability concern.

Sustainable Forests - The long term survival of our forest industries depends on a sustainable supply of wood fibre from both Crown and private lands. The current level of harvest can only be maintained through adequate levels of investment in forest management activities and more efficient utilization of the resource. Since the early 1980s, forest harvests have increased by more than 40 per cent, mainly on small private holdings. While industry and landowners recognize that they must assume responsibility for a greater proportion of the costs associated with silviculture, there remains a need for a basic level of government funding. The Department has also reduced the level of Crown land silviculture funding in the last two years to accommodate DNR's needs in other forestry programs. The Department is currently implementing initiatives outlined in "Towards Sustainable Forestry: A Position Paper", the amendments to the Forest Act, and the Endangered Species Act to address these issues.

Integrated Resource Management (IRM) Planning - Demands on our lands and natural resources usually exceed availability and often create competition - protection vs development; recreation vs harvesting. The Department is working to develop integrated resource management plans that respect and integrate the management objectives for each of our resources. These plans will identify the best possible options for the management and use of Crown lands for the social and economic benefit of Nova Scotians, while maintaining biodiversity and preventing adverse environmental effects. The Department must make decisions that strike an appropriate balance, while using an open, transparent process to maintain public confidence that our natural resources are being managed correctly.

Meeting Forest Protection Mandate - Many insect and disease infestations are cyclical in nature. Weather and forest conditions can intensify their effects. The Department must take action to contain the insect infestation when significant resources are at risk of loss, requiring a reallocation of staff and funding. The level of costs associated with fire protection is also weather dependent. With the current budget process, overruns are inevitable if there is a bad fire season or a major increase in insect infestations.

Mi'kmaq Harvesting on Crown Land - The Department is discussing Mi'kmaq logging operations on Crown lands with Mi'kmaq representatives. The Government's position is that any agreement should provide economic opportunities for Mi'kmaq communities rather than personal gain of a limited number of individuals, while ensuring the sustainability of the forest is maintained and the harvest is carried out in a safe and environmentally sound manner. Implications of a Mi'kmaq harvest include a reduction in revenue from stumpage fees and negative impacts on wood volumes committed under current license agreements.

Climate Change - The climate change emission reduction agreement reached at Kyoto in December 1997 will pose a significant challenge for Canada and Nova Scotia. Reducing emissions from fossil fuel use at a time when a major fossil fuel production facility is coming on stream could present economic development problems for Nova Scotia. The challenge is to ensure that provincial interests are adequately represented during national policy development so that Nova Scotia is not affected disproportionately to other provinces. Economic development opportunities related to the availability of natural gas should be encouraged and any emission reduction measures implemented should not hamper economic growth and job creation in Nova Scotia.

A Viable and Sustainable Minerals Industry - The minerals industry in Nova Scotia is experiencing a difficult time. Production problems continue in the industrial Cape Breton underground coal operations, resulting in part from geological conditions. There are no operating metal mines in the province and low levels of exploration, which reflect in part low world metal prices, may not be sufficient to lead to the discovery of new resources. The industrial minerals sector is healthy but there are economic challenges in the future and substantial room for diversification and growth. The Department must continue to promote the province as an attractive location for exploration and development investment.

Year 2000 Risk Assessment and Remediation - The Year 2000 problem is a business issue that has the potential to impact all Department staff and clients. Corrections will be required for computer related systems and for embedded systems. The Department's Year 2000 Project will be moving into the assessment, risk / change management, remediation, testing and contingency planning phases. The challenge will be to establish priorities and to obtain and allocate sufficient resources to ensure that the Department's critical business functions are operational as the Year 2000 approaches and once it arrives.

2.0 Department Goals

In carrying out its mission, the Department strives to accomplish five goals. The accompanying information shows how these goals are linked to the provincial government's four strategic priorities.

Goal #1 - Achieve sound natural resources stewardship and sustainable development

Fiscal Stability: eg. provincial revenues from royalties, stumpage, etc.
Social Responsibility: eg. outdoor recreation opportunities, healthier environment
Economic Renewal: eg. sustainable industrial development, rural employment

Goal #2 - Maintain the diversity of the province's natural environment

Fiscal Stability: eg. provincial revenues from taxes, royalties and fees
Social Responsibility: eg. variety of outdoor recreation, healthier environment
Economic Renewal: eg. eco-tourism opportunities, sustainable development

Goal #3 - Enhance the economic base for jobs and incomes in Nova Scotia

Fiscal Stability: eg. provincial revenues from royalties, stumpage, taxes
Social Responsibility: eg. employment opportunities, strong rural communities
Economic Renewal: eg. industrial development, small business opportunities

Goal #4 - Improve the quality of life for Nova Scotians

Responsive Government: eg. opportunities for public input to policy development
Social Responsibility: eg. outdoor recreation opportunities, healthier environment
Economic Renewal: eg. employment, business opportunities

Goal #5 - Ensure the effective use of our human and financial resources

Fiscal Stability: eg. services within budget, cost-effective programs
Responsive Government: eg. better staff morale, improved client service

3.0 Priorities For 1999-2000

In order to meet the challenges facing the Department during the 1999-2000 fiscal year, the following priorities have been established. Key existing and planned linkages and/or partnerships with public and private sector organizations for some priorities are highlighted.

3.1 Natural Resources Stewardship and Sustainable Development

The Department will continue to implement programs designed to maintain the health and sustainability of the province's resources. A sound resource base will provide opportunities for economic development and health and recreational benefits essential to our quality of life. The Department will:

- Develop, through consultation, measures to implement the new approach to ensuring sustainable forests in the province, as provided in recent amendments to the Forests Act, by:

  Wood buyers
  Forest industries

  - introducing the requirement for certain industrial wood buyers to prepare and submit wood acquisition plans, including measures to ensure that appropriate levels of silviculture occur after harvesting takes place.
  - operating a wood buyer registry and reporting system that provides for the timely and accurate reporting of forest harvest and production data.
  - requiring sustainable forest management practices on all lands to protect the forest environment, wildlife habitats, watercourses, wetlands and limit the size of clearcuts.
  - developing a Code of Forest Practices for implementation on Crown land including an ecological approach to managing forests, including old forest and biodiversity strategies.

- Participate in producing Canada's second report on the Criteria and Indicators for Sustainable Forest Management in Canada in concert with the Canadian Council of Forestry Ministers (CCFM).

- Initiate and coordinate joint stewardship agreements with industry and landowners that generate public and private funding for private land silviculture activities.

- Participate in the National Climate Change Process and lead the interdepartmental process to develop a Climate Change Strategy for Nova Scotia. The development of the Nova Scotia Strategy will include input from government departments and other stakeholders; assess the impacts, costs and benefits of emission reduction; and assist DNR in formulating the provincial position in the national process.

  Dept. of the Environment
  Natural Resources Canada
  Environment Canada
  Other provinces and territories

- Coordinate the preparation of an updated provincial energy strategy by evaluating energy policy options and developing a recommended policy framework for the province. The framework will guide decisions and actions that affect the future production and use of energy in the province and will be closely linked to the province's economic strategy.

  Other provincial depts.
  Energy industries
  Public

- Produce and release a Provincial State of the Forest report, and work with the Departments of Fisheries and Aquaculture, Agriculture and Marketing, and the Environment, to produce the second State of the Environment Report (for Nova Scotia) on land related matters. These reports provide a public reporting system that documents and evaluates the health of the forest and the environment and reports how they are being changed as a result of human activities.

- Participate as a partner in the Nova Forest Alliance, which is an adjunct model forest project under the Fundy Model Forest. The purpose of the project is to encourage and promote sustainable forest management. It has over 40 partners from a wide range of forest related interests.

- Implement the action plan for the Province's mineral policy to ensure that the Department's programs are focused on supporting and encouraging economic development related to the use of our geological resources.

- Start to develop, with other stakeholders, a Nova Scotia Action Plan that adopts sustainable forest management and implements the updated National Forest Strategy. The Action Plan will meet the Province's commitment as a signatory to the second Canada Forest Accord.

- Monitor wildlife populations to ensure that the principles of conservation and sustainable use are realized and evaluate the current system for harvesting moose in Cape Breton.

  NS Federation of Anglers and Hunters

- Develop strategic land use plans for Crown lands using the IRM planning process. Phase II of public consultations are planned with strategic plans expected to be completed for the Central, Eastern and Western Regions before the end of the year.

  Dept. of the Environment
  Other provincial depts.
  Municipalities
  Communities
  Aboriginal groups
  Resource industries
  Other resource users
  Environmentalists
  Public

3.2 Diversity of the Natural Environment

The Department will continue to implement policies to maintain the diversity of the natural environment. The Department will:

- Continue programs for the conservation and sustainable use of biodiversity, including implementing the National Accord for the Protection of Species at Risk. This will be done by enforcing the Nova Scotia Endangered Species Act, implementing recovery plans for endangered and threatened species, and reporting on the status of wildlife in Nova Scotia.

  Canadian Wildlife Service
  Other Prov./Terr. Gov'ts
  Wildlife Agencies
  Resource Industries
  Environmentalists
  Naturalists

- Provide a description of the province's ecological regions to guide ecologically based forest management by government and industry. This is consistent with the National Forest Accord and forms the basis for the Department's Integrated Resource Management initiative.

  Dept. of the Environment
  Forest land owners

- Maintain a high level of involvement in the Eastern Habitat Joint Venture, the Black Duck Joint Venture and the Sea Duck Joint Venture as part of Nova Scotia's commitment to the North American Waterfowl Management Plan.

  Canadian Wildlife Service
  Wildlife Habitat Canada
  Ducks Unlimited Canada
  U.S. Partners

- Monitor forest conditions and threats to the forest (fire, insects and disease), and implement suitable strategies to protect the province's forest resources.

  Forestry Industries
  Volunteer Fire Depts.
  Natural Resources Canada
  Canadian Forestry Service

3.3 An Economic Base for Jobs and Incomes

The Department will continue to encourage responsible development of natural resource based industries. In doing so, the Department will encourage a competitive business climate supported by effective policies and regulations for the management and use of the province's natural resources. The Department will:

- Undertake targeted promotion of the province's mineral resources to increase the level of exploration and work cooperatively with industry, other departments and community development groups to encourage appropriate development opportunities.

  Foreign and domestic mining companies
  Dept. of the Environment
  Dept. of Labour
  Community Development Groups

- Continue discussions with Mi'kmaq representatives about Mi'kmaq logging operations on Crown lands. Results should provide economic opportunities for Mi'kmaq harvesters and Mi'kmaq communities, while ensuring the sustainability of the forest is maintained and that the harvest is carried out in a safe and environmentally sound manner.

- Implement multi-disciplinary geoscience programs throughout Nova Scotia to better describe and interpret the geologic history, identify opportunities for economic development, and encourage investment in mineral exploration in the province.

  Geological Survey of Can.
  Bedford Institute

- Identify and promote value-added mineral processing and manufacturing opportunities arising from the availability of natural gas to the province in 1999.

  Mining companies
  Education & Culture
  Economic Dev.&Tourism
  HRDC / ACOA
  Petroleum Directorate

- Continue the Prospectors Development Program, funded through the Cooperation Agreement on Economic Diversification, to train prospectors, provide marketing assistance, and provide grants to prospectors to assist with the assessment of mineral properties.

- Help promote Nova Scotia as a premier trails destination offering opportunities to experience our outstanding natural environment and strengthen our position as a coastal tourism destination.

  Sport and Recreation Commission
  Economic Dev.&Tourism

3.4 Quality of Life

The Department will continue to emphasize measures that support communities and citizens by providing opportunities for input on resource management decisions, and a sound

resource base and infrastructure to support economic and recreational pursuits. The Department will:

- Maintain and operate park facilities, maintain park and trail infrastructure, improve access to park facilities and expand park and outdoor recreation experiences available to residents and visitors.

  Municipal governments
  Communities
  Regional Development Authorities
  Sport and Recreation Commission
  N.S. Trails Federation

- Develop the regulations enabled under revisions to the Forest Act through consultations. Continue to develop a Forest Practices Code which promotes sustainable forestry, integrated resource management, biodiversity and ecosystem based management, for use on Crown lands and which can be used as a model by private land owners.

- Develop a program to reclaim abandoned mine openings on Crown lands. Continue to offer information and advice on abandoned mines to private landowners.

  Private landowners
  Housing and Municipal Affairs

- Develop and implement cost-effective energy efficiency and alternative energy programs, in conjunction with the federal government, that help meet Canada's international commitments to reduce greenhouse gases.

  Dept. of the Environment
  Environment Canada
  Natural Resources Canada

- Support the Trans Canada Trail Millennium Project by making abandoned rail lines and other uncommitted Crown lands available to community-based groups for trail development where consistent with recreation and other land use objectives. Trail standards, development procedures and final construction inspection services will also be made available to groups that are authorized to upgrade and maintain trails.

  Sport and Recreation Commission
  N.S. Trails Federation

- Continue to seek partnering opportunities with a broad range of agencies, and community-based groups to improve Nova Scotia's system of provincial parks, trails and beaches.

3.5 Effective Use of Financial and Human Resources

The Department will continue to improve processes and procedures to enhance client service, improve the efficiency of internal operations, and reduce costs to meet expenditure targets. The Department will:

- Complete all Year 2000 assessment, remediation and testing to ensure that the Department's critical business functions are operational after December 31, 1999. Computer hardware, computer software, applications, embedded systems, facilities and other non-IT equipment are being inventoried, assessed for compliance and, if necessary, remediation, or contingency plans are being put in place.

- Revise the hunting/trapping licensing system and the hunter identification system to reduce costs and provide improved client service.

NS Federation of Anglers and Hunters

- Expand the Department's ability to distribute geoscientific, mineral development, energy utilization, forestry, wildlife, park and land information electronically; broaden the availability of this information on the World Wide Web; and enhance public awareness of the availability and value of the province's resources.

- Continue to implement the recommendations of the Task Force on Licences, Permits and Approvals. Implementation will reduce the "red tape" faced by Department clients, while streamlining DNR's administration of licences and permits.

- Continue to inform the public about natural resource related issues, programs and services through Nature's Resources, the Minerals Update, and other resource material and publications.

- Continue to improve the effectiveness of the Department's document and records management by expanding the use of the STAR/STOR and MULTILIS programs to offices outside Halifax. These systems will enhance information sharing by improving access and retrieval.

- Implement elements of the Department's 1997 Provincial Parks Operating System Review to provide improved cost effectiveness, better services for visitor, alternative service delivery and economic development opportunities for communities near individual parks.

- Develop and implement a program to automate the Registry of Mineral and Petroleum Titles to provide a more responsive government service.

- Continue to update and expand the Occupational Health and Safety Program within the Department to ensure that DNR workplaces meet or exceed the regulatory requirements of the Occupational Health and Safety Act and provide a healthy and safe working environment for staff. Specific tasks include the development and

distribution of written work procedures, improved tracking of staff training records, improved incident reporting, on-going training in appropriate practices and procedures, and enhanced communications and awareness.

- Continue to facilitate efficient and effective reviews of mineral development projects through a coordinated "one-window" process, including the provision of scientific, technical and policy advice to other departments that are involved in regulating mines.

Dept. of the Environment
Dept. of Labour

- Amend the Mineral Resources Act to refocus departmental responsibilities, as the owner and promoter of the province's mineral resources, and for dealing with issues related to public safety in and around abandoned mine sites. Administrative duties include issuance of mineral rights, collection of royalties, and other related functions to ensure that mineral resources are developed and produced in the public interest.

4.0 Communications

Target audiences for the Department's communications focus include resource-based businesses, resource users, students and teachers, community and other stakeholder groups, other governments, and individuals.

The key messages we want to communicate are:

4.1 Sound Natural Resources Stewardship is a Shared Responsibility

Governments, business and industry, and individuals are all responsible to practice sound natural resources stewardship. Communications initiatives are designed to:

- provide information on resource management and its implications;
- encourage private landowners and community groups to participate in planning and managing these resources;
- advise the public on the Department's role as chief steward of the province's natural resources, including the policies and regulations which support this role; and
- explain that managing resources on Crown lands includes examining various demands, weighing options and reaching decisions that consider all aspects of resource use.

(Supports goals 1, 2 and 4)

4.2 Natural Resources Provide Many Types of Benefits to Nova Scotians

Nova Scotia's natural resources provide economic, social, cultural and environmental benefits to Nova Scotians. Communications aim to create public awareness, tolerance for differing views and preferences, and to reinforce public understanding of government's responsibilities to ensure sound resource management.

(Supports goals 1 and 3)

4.3 Natural Resources Provide Economic Opportunities

Nova Scotia has a strong resource base and a good business climate. This message is designed to stimulate investment and lead to economic activity from resource exploration and development.

(Supports goals 3 and 4)

4.4 Improved Efficiency, Improved Effectiveness and Improved Client Service

The Department is undertaking ongoing initiatives to improve its efficiency and effectiveness, and meet budget objectives without compromising client services.

(Supports goal 5)

5.0 Human Resources

Human Resources priorities include:

- supporting the Corporate Integrated Management Development initiative by coordinating the performance management and succession planning processes within the Department. This includes providing relevant training and consultative support to managers, as well as analytical and planning support to Department clients.

- implementing a process to evaluate the corporate Attendance Management policy within the Department;

- providing support to managers responsible for implementing the Department Occupational Health and Safety program by establishing performance targets (Workers' Compensation Board (WCB), long term disability (LTD) and short term illness (STI)), and providing consultative services as required; and

- providing consultative services across the Department, with respect to Disability Management and Workplace Rehabilitation, including WCB, LTD and STI.

6.0 Information Technology

Priorities for Information Technology include:

- successfully dealing with the Year 2000 issue. The Information Technology Division is responsible to ensure that information systems critical for delivering the Department's business are operational following January 1, 2000. Beginning in 1998-99, the Division conducted an inventory and assessment on all identified IT systems. Continuing through 1999-2000, the project team will define and implement the remediation process.

- providing operational support. Many staff in the Division have been redirected from their usual duties to work on the Year 2000 effort. This reduction in operational staff has narrowed the scope of operational goals as compared to past years. The priority is to maintain and support the existing local area networks, desktops and business applications. New initiatives will be placed on hold until all critical Year 2000 project work is complete.

7.0 Financial Services

Financial Services priorities include the implementation of specific government wide initiatives, as well as several department projects. Government wide initiatives that are also department priorities include:

- implementing the Tangible Capital Asset Policy. This policy will modify the manner in which government accounts for tangible capital assets. The accounting portion of this policy will be implemented through the asset management module of SAP.

- developing and implementing a policy for the use of debit and credit cards in government offices that provide goods and services to the public. This initiative will improve the ease with which the public can access and purchase government goods and services.

- continuing to improve the reporting capability of the provincial Central Financial Management System. Improvements to existing financial reports and the creation of new ones will improve the financial information available to civil servants.

- establishing a central billing system for services provided by central agencies to client departments. This will provide consistent, accurate and timely internal billings within government.

- implementing a Taxable Benefits Policy. The purpose of this policy is to provide guidance for the consistent application of Revenue Canada Taxation rules and

regulations for taxable benefits and the issuance of T4A's

Department specific priorities of Financial Services include:

- modifying the Resources CSU's mainframe based revenue/accounts receivable system so that it is Year 2000 compliant. This system processes revenues and accounts receivable for the Departments of Natural Resources, Fisheries and Aquaculture, and the Environment, and the Petroleum Directorate, and Emergency Measures Organization.

- continuing to improve the automated Antlerless Deer Draw. This initiative is the result of an automated Antlerless Deer Draw established in 1998-99. This technology will also be evaluated for use in the issuance of other licenses.

- restructuring of Finance Section, Resources CSU staff functions to provide for continuous service improvement for our client departments in all financial processing/accounting transactions.

- continuing to cooperate with the Department of Business and Consumer Services collection services unit to ensure department revenues are maximized. This will include participating in the "Provincial Refund Set-off Project" established by the Government of Canada.

- continuing to improve the integration of the business planning and budget process.

Appendix 1 - Location of DNR Offices and Depots

Antigonish (2)
Baddeck (2)
Belmont
Bible Hill (2)
Bridgewater
Chester Grant
Coxheath
Debert
Digby
Guysborough
Halifax
Kemptville
Kentville
Lawrencetown
McLellan's Brook
Middle Musquodoboit (2)
Milton
Musquodoboit Harbour
North East Margaree
North Riverside
Oxford
Parrsboro
Sheet Harbour
Shelburne
Shubenacadie (2)
St. Peter's
Stellarton
Stillwater
Strathlorne
Truro
Tusket

Waverley
Whycocomagh
Wile's Lake
Windsor